

MULTIMEDIA



UNIVERSITY

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2016 / 2017

### BPM 2884 PERFORMANCE MANAGEMENT ( All Sections / Groups )

8 OCTOBER 2016  
9.00 a.m – 11.00 a.m  
( 2 Hours )

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#### INSTRUCTIONS TO STUDENTS

This examination paper consists of FIVE (5) pages in TWO (2) Sections:

1. Section A – 20 Multiple choice questions (40 marks)

Instruction: Answer ALL questions. Shade your answers in the OMR answer sheet provided using a '2B' or 'BB' pencil.

2. Section B – 5 Essay questions (60 marks) – All questions carry equal marks.

Instruction: Answer ANY THREE (3) questions. Write your answers in the answer booklet provided.

**SECTION A (40 marks)****Answer ALL questions**

Identify the letter of the choice that best completes the statement or answers the question.

*Shade your choice of answers in the OMR answer sheet provided.*

1. The \_\_\_\_\_ purpose of PM systems is to furnish valid and useful information for making employment decisions including salary adjustments, promotions, and terminations.
  - A. strategic
  - B. informational
  - C. administrative
  - D. developmental
  
2. An ideal performance management system is \_\_\_\_\_, which means that performance is evaluated and feedback is given on an ongoing basis, the appraisal meeting consists of two-way communication, and performance standards are clear.
  - A. open
  - B. ethical
  - C. specific
  - D. standardized
  
3. Pay that focuses on position and duties performed rather than on a specific individual's contribution is called \_\_\_\_\_.
  - A. salary
  - B. base pay
  - C. pay raises
  - D. relational returns
  
4. A purpose of a performance management system is to \_\_\_\_\_.
  - A. increase profits
  - B. provide documentation
  - C. get rid of poorly performing employees
  - D. give the HR department something to do
  
5. Which of the following external factors should be considered in any environmental analysis?
  - A. Competitors
  - B. Organizational culture
  - C. Organizational politics
  - D. Organizational structure

Continued.....

6. If a company identifies an external opportunity that it cannot pursue due to an internal weakness, this is considered a \_\_\_\_\_.
  - A. problem
  - B. leverage
  - C. constraint
  - D. vulnerability
  
7. The process of describing the organization's destination, assessing barriers that stand in the way of that destination, and selecting approaches for moving forward is called \_\_\_\_\_.
  - A. business planning
  - B. strategic planning
  - C. successful planning
  - D. organizational planning
  
8. Which of the following has been shown to be the best predictor of firm performance?
  - A. Establish strategic priorities before setting goals
  - B. Create strategic priorities and goals simultaneously
  - C. Focus on goals, and then create strategic priorities on how to compete
  - D. Identify the strength and weaknesses of the firm, and then let firm-level strategic priorities emerge naturally
  
9. \_\_\_\_\_ systems base the measurement on comparing employees with a pre-specified performance standard.
  - A. Results
  - B. Absolute
  - C. Subjective
  - D. Comparative
  
10. Broad areas of a job for which the employee is responsible for producing results are called \_\_\_\_\_.
  - A. results
  - B. responsibilities
  - C. key accountabilities
  - D. performance standards

Continued....

11. Statements of important and measurable outcomes are called \_\_\_\_\_.  
A. objectives  
B. yardsticks  
C. key accountabilities  
D. performance standards
12. Threshold competencies are those which \_\_\_\_\_.  
A. must be attained in order to get an annual bonus  
B. allow us to see the threshold between good and poor performers  
C. allow us to see the threshold between average and superior performers  
D. everyone must display in order to do the job at a minimally adequate level
13. \_\_\_\_\_ is the strategy used to gain support for a performance management system that recommends creating a positive attitude toward the new performance management system before any negative attitudes and rumors are created.  
A. Strike first  
B. Put it in writing  
C. Say it and then say it again  
D. Provide facts and conclusions
14. \_\_\_\_\_ error leads to attraction so that we tend to favor those who are similar to us.  
A. Severity  
B. Contrast  
C. Leniency  
D. Similar to me
15. Which of the evaluation methods below that measures the perceptions of the system's users?  
A. System satisfaction  
B. Quality of information  
C. Overall cost/benefit ratio  
D. Quality of performance discussion meeting

Continued.....

16. What is the purpose of pilot testing a new performance management system?
- A. To identify employees who are resistant to the change
  - B. To identify subordinates who should be terminated immediately
  - C. To identify supervisors who are not able to rate employees properly
  - D. To identify problems with the system before it is implemented system-wide
17. \_\_\_\_\_ is the coaching behavior that involves rewarding an employee's positive performance.
- A. Giving feedback
  - B. Motivating employees
  - C. Developing employees
  - D. Documenting performance
18. Coaches who favor the \_\_\_\_\_ style of coaching follow rules and procedures before providing a recommendation.
- A. amiable
  - B. directing
  - C. analyzing
  - D. persuading
19. Which of the following is a good suggestion for documenting performance in a useful and constructive way?
- A. Use general terms
  - B. Focus on positive comments
  - C. Use adjectives and adverbs sparingly
  - D. Use different procedures for different personalities
20. Which one of the following traits is associated with a personality trait labeled core self-evaluation?
- A. Self esteem
  - B. Self-efficacy
  - C. Locus of control
  - D. Conscientiousness

Continued.....

**SECTION B (60 Marks)****Answer ANY THREE (3) questions.***Write your answers in the answer booklet provided. All questions carry the marks as indicated.*

1. Organizations can reward employees in several ways. Describe FIVE (5) possible rewards that employees can receive and explain when an organization should use each type of these rewards.

[20 marks]

2. Define and explain the goal and the purposes of strategic planning. What are the steps for the creation of a successful strategic plan?

[20 marks]

3. Define and distinguish between accountabilities, objectives, and standards. Describe the critical steps in adopting a results approach to measuring performance.

[20 marks]

4. Explain ANY FIVE (5) types of rater errors that can occur in performance evaluation. What can be done to combat these rater errors?

[20 marks]

5. What are the general sequences of steps that take place at a performance review meeting? Briefly describe of what happens at each step of a performance review meeting.

[20 marks]

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